



**Conflict Prevention and Resolution Services**

**Contract # 68HERH19D0033**

**Revised Work Plan and Pricing Estimate for  
Task Order Request #013**

**Diamond Alkali-Lower Passaic River Allocation**

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### 1. Overview and Pricing Summary

This work plan describes ERG's approach for performing the tasks described in the statement of work (SOW). It includes a description of the activities associated with each task as well as a list of transmittals and deliverables and their due dates.

Table 1 provides a summary of ERG's proposed hours and pricing. Section 10 provides a more detailed breakout of pricing by subtask, labor categories, and other direct costs (ODCs).

Table 1. Summary of Proposed Hours and Pricing

Contract year	Hours	Price
Year 1	Not Responsive by Agreement with FOIA Requestor	\$1,294,305
Total Task Order, All Years		\$1,294,305

### 2. Background

The lower 8.3 miles of the Lower Passaic River are one of four Operable Units (OUs) of the Diamond Alkali Superfund site. This OU is designated as OU2. The site has been on the National Priorities List since 1984. Contaminated sediments in this portion of the river are a significant source of contamination to the rest of the river down to Newark Bay. Contaminants including dioxins, mercury, PCBs, and DDT and its breakdown products can accumulate in aquatic life and pose an unacceptable risk to human health and the environment.

Under an administrative order on consent (AOC), Occidental Chemical Corporation (OCC) is performing the remedial design for this OU. The cost for remedial action (RA) is estimated at \$1.38 billion. EPA Region 2 has issued a notice of potential liability to approximately 100 parties and has offered a first round of cash-out settlements to approximately 20 potentially responsible parties (PRPs). Region 2 will address the liability of municipalities and public entities separately.

Under this TO, a third-party allocator will support Region 2 in assigning a share of responsibility to 83 non-public, non-municipal PRPs (representing 97 facilities) not included in the first round of cash-out settlements. The Region expects to use the results of the allocation to enter into settlement agreements with the subset of PRPs with the greatest share of responsibility to perform the RA and enter into another round of cash-out settlements. This effort will be based in part on existing

information and contacts generated from previous attempts to develop a mutually acceptable allocation of liability.

This is an ongoing project with a well qualified service provider already in place under a previous contract. ERG has selected the same service provider, AlterEcho, as the most effective way to continue the work.

### 3. Assumptions

This work plan and pricing estimate are based on the following assumptions:

#### General Assumptions

- Activities and pricing are included for the entire 13-month period of performance.
- ERG reserves the right to adjust the amount of the budget for general task order management if the contract and task order periods of performance are extended beyond the current period of performance.
- This TO can be modified to change the statement of work or add funding.

#### ERG's Understanding of the Work

ERG's work plan reflects our team's understanding of what work has already been completed on this allocation project and what work remains to be done. As the project has evolved, some key numbers and factors have changed, such that this estimate may differ from previous projections regarding the level of effort needed to complete the tasks envisioned in the SOW. Specific factors that have evolved include:

- There has been an increase in the number of facilities that must be calculated an equitable share, from 83 to 92 (+11%).
- Exemption (b) (3) (A)
- The level of anticipated interaction required with PAP counsel, including the volume of comments that will be received and that will require analysis and confirmation, is substantially greater than anticipated.
- Exemption (b) (3) (A)

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### Exemption (b) (3) (A)

#### Task A: Preliminary Work

- General task order management activities include development of monthly progress reports and invoices, regular status check-in calls with the TOCOR, ongoing updates of progress and financial data in ERG's project tracking system (as required under ERG's CPRS contract), and development of the task order final report.
- Not Responsive by Agreement with FOIA Requestor
- Not Responsive by Agreement with FOIA Requestor
- Not Responsive by Agreement with FOIA Requestor

#### Task B: Allocation Design and Production

- A maximum of 83 PRPs will be provided an opportunity to participate in or be evaluated for the purpose of determining a share of responsibility in the allocation process. They are designated herein as Allocation Parties. Ten of these PRPs are non-participating parties.
- The allocation will cover a maximum of 92 facilities associated with the 83 Allocation Parties.
- All OU2 Allocation Parties will be designated a share of responsibility in the Final Allocation Recommendation Report.
- All OU2 PRPs which have agreed or agree in the future to participate in the allocation by executing the OU2 Allocation Guide and Confidentiality Agreement (Participating Allocation Parties or PAPs) will be provided an opportunity to participate in the design of the allocation database and process and to provide additional site-related information for possible addition to the database.
- The Final Allocation Recommendation Report will divide the Allocation Parties into logical groupings of similarly-situated PRPs
- EPA will provide the ERG Team with a listing and contact information for each OU2 PAP. Reference herein to meetings or other forms of communication with the OU2 PAPs means communication with the identified representatives of such parties.
- A maximum of 593,895 pages of documents will be reviewed and utilized to conduct the allocation, including:
  - A maximum of 130,000 pages of documents received from EPA for ERG Team review under the previous contract.
  - A maximum of 413,895 extra pages of documents received from PRPs for ERG Team review

under the previous contract.

- The PAPs have indicated to the ERG Team that they have an additional 50,000 pages of relevant documents to submit over the remainder of the project.

- Exemptions (b) (3) (A) and (b) (5)

- All communications by the ERG Team will be by phone or email unless a meeting is noted.
- The ERG Team estimates <sup>Not F</sup> hours of communications per PAP over the remainder of the project. This time is presented as communications in Tasks B3, B4, and B5, and meetings in Tasks B5 and B6. This partially responds to the PRP outreach requirements specified in Section II.B.2 of the SOW.
- A maximum of <sup>Not F</sup> hours of combined project status/update calls will be held by the ERG Team with EPA per month. ERG assumes these calls will be held on a weekly basis. This time is included under Task A3.
- The allocation database will be designed and organized primarily for purposes of allocation.
- Any part of a communication, attachment to a communication, presentation, or written material provided to OU2 PRPs by the ERG Team that involves a description of the site or EPA actions or activities will be provided to EPA for review and approval prior to submission to the OU2 PAPs.
- Unless otherwise noted herein, all allocation-related communications by the ERG Team involving the OU2 PAPs or representatives of EPA or DOJ, individually or in groups, will be held confidential pursuant to the provisions of the ADR Act of 1996, 5 USC 574.
- In order to ensure a common expectation of confidentiality, all PAP participants in the allocation process have entered, and EPA has appropriately acknowledged, a confidentiality agreement.

#### Pricing Estimate

- Not Responsive by Agreement with FOIA Requestor
- Not Responsive by Agreement with FOIA Requestor
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## Not Responsive by Agreement with FOIA Requestor

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## 4. Project Methods and Approach

ERG's general approach to this TO consists of the following steps:

- ERG has prepared and submitted this work plan and a pricing estimate. We will proceed to perform work described in the following SOW tasks upon issuance of the TO by the Contracting Officer.
- As agreed upon with EPA, all reports, transmittals and deliverables—with the exception of Items B-5 and B-6 in Table 3—will be submitted to the TOCOR and Project Officer (PO). Items B-2 and B-3 will be submitted with Item B-7.
- ERG will be responsible for evaluating the service provider's performance at the end of the project and during the project if it lasts through the annual contract evaluation performance schedule.
- ERG understands that during the performance of this work, Region 2 may share information with the ERG Team that is pre-decisional and deliberative or is considered to be attorney work product in preparation of potential litigation. ERG recognizes that such work is privileged to the United States and EPA under the Freedom of Information Act. While the ERG Team will conduct the allocation process in a manner transparent to the public to the extent possible, the ERG Team will consult with EPA before releasing information to the public to ensure confidential information is protected.

In conducting this work, ERG will comply with all terms in the overall contract, including—but not limited

to—the following requirements:

- ERG and subcontractor AlterEcho (ERG Team) will not interpret EPA policy on behalf of the EPA or make decisions on items of policy, regulation or statutes. The ERG Team also will not take a stand on the merits of substantive items under discussion.
- In gathering information or performing research with parties outside the EPA, ERG Team members will identify themselves as contractors to EPA and not as EPA employees.
- ERG will approach this task in accordance with the basic terms of the contract and according to the established norms and ethical standards of ADR professionals. Specifically, ERG will ensure that ADR professionals supporting this TO abide by ethical codes of conduct such as those defined in the SOW. Information provided to the ADR professional by any of the parties, communications between parties and the ADR professional, and notes and dispute resolution work product generated by the ADR professional during work pursuant to the TO will be maintained as confidential by the ADR professional pursuant to the provisions of the ADR Act of 1996 (Public Law 104-320; 5 USC 571 et al.) and applicable federal, state, and judicial requirements.
- To enhance the positive substantive, relational, and procedural outcomes from ADR cases, ERG will direct all ADR professionals providing services under this TO to do the following prior to the mediation or facilitation and throughout the process:
  - Inquire about whether individual participants have the time, financial, and logistical resources necessary to participate effectively in the process and—where resources are inadequate—assist them in identifying appropriate resources or in making necessary adjustments to the process to accommodate resource constraints.
  - Assist the participants in identifying the issues that are important to resolving any controversy and solutions that will address the needs shared by the participants.
  - Conduct the process to promote active engagement from all participants.
  - Explore with the participants appropriate ways to incorporate high quality and relevant information resources necessary to resolve the issues.
  - To support productive dialogue and effective implementation of any agreements reached by the participants, ensure that participants have appropriate authority to make commitments on behalf of their organizations.
- Obtain approval in writing for any long-distance travel.

As prime contractor, ERG will support this TO through the following activities:

- Provide monthly progress reports by the 15<sup>th</sup> of each month.
- Communicate and coordinate with the EPA TOCOR as needed.
- Coordinate with the subcontractors.
- Incorporate the principles of quality management while carrying out this task.
- Provide deliverables in electronic format (as agreed to by the TOCOR) to the EPA TOCOR.
- Notify the EPA PO and TOCOR when 75 percent of the funds provided have been expended or funding for less than six weeks of work remains.

## 5. Work Tasks

## Task A: Preliminary Work

### *Task A1: Select Dispute Resolution Professionals*

ERG will select a team of experienced senior dispute resolution professional to provide all support under this TO, in consultation with the TOCOR and PO. Service provider selection will be based on the team's knowledge of the Superfund allocation of liability process; experience constructing allocation plans consistent with EPA settlement guidelines and legal requirements; access to resources for database design, entry, analysis, and manipulation; and, understanding of the PRP legal and technical issues and concerns in designing allocation processes. Based on these qualifications, and prior experience, ERG has selected AlterEcho as the service provider. AlterEcho provides technical continuity, historical knowledge, and relevant experience.

### *Task A2: Develop Work Plan*

ERG has developed this work plan to provide a detailed explanation of all activities associated with and a proposed approach for completing each of the defined tasks. The ERG Team has identified the transmittals and deliverables and their associated due dates and developed a detailed budget, including a breakout of labor hours and other direct costs. This work plan also identifies quality assurance/quality control procedures, conflict of interest (COI) assurances for all ERG Team members, and procedures for substitution of labor categories in the event of temporary or permanent personnel changes. We will proceed to perform work described in the following SOW tasks only upon issuance of the TO by the Contracting Officer.

### *Task A3: Oversee Deliverables*

In accordance with proper contract implementation, ERG and the selected subcontractor will ensure effective oversight and management of the resources and deliverables required by EPA. Specifically, the ERG TOM for this effort will:

- Ensure that all technical direction received falls into the scope of work prior to initiating any action.
- Ensure completion and maintain copies of all contract transmittals and deliverables.
- Assist in resource planning, and manage the budget and hours on a regular basis to ensure accurate and effective financial tracking.
- Oversee subcontractor activities through regular and periodic conversations with the subcontractor to ensure effective performance.
- Ensure that monthly progress and financial reports accurately record the level of effort expended, clearly articulate the work completed and work planned for the subsequent month, clarify any lagging subcontractor costs, and identify any problems encountered and activities to address them.
- Speak on an as-needed basis with the EPA TOCOR to review the financial and work status of the project. ERG assumes that conference calls will be held as often as weekly.
- Review the first progress report and invoice with the EPA TOCOR.
- Update ERG's management tracking system on an ongoing basis.



Table 2. Transmittals and Deliverables Under Task A

Item	Title	Due no later than	Type
A-1	Work plan	August 30, 2019	Deliverable
A-2	Monthly progress reports	15 <sup>th</sup> of each month**	Deliverable

\*\*ERG will not prepare or submit a progress report in months when no substantive work has been performed.

## Task B: Allocation Design and Production

### *Task B1: Initial Review*

Under the previous contract, EPA provided the contractor with the information, materials, and reports generated pertaining to the allocation. AlterEcho organized and reviewed this information under that contract. No further activity or level of effort is anticipated for this task.

### *Task B2: PRP Outreach*

Throughout the course of the allocation, the ERG Team will conduct outreach to OU2 PRPs participating in the allocation to provide them with the opportunity to comment on and correct the draft data reports produced under the previous contract and to provide input on the drafting of the allocation recommendation report. This will include:

- Ensuring that each PRP's data or information used in the allocation is correctly input into the database.
- Soliciting PRP positions on the drafting of the allocation recommendation report.
- Communicating how their input was or was not taken into consideration in developing the allocation recommendation report.

The activities and level of effort associated with the PRP outreach activities described above are directly linked to the Allocation Design and Production task described below. They are incorporated into the descriptions and estimates for those tasks.

Per Section II.B.2.b of the SOW, the ERG Team will prepare and provide to EPA a report regarding outreach efforts conducted with the OU2 PAPs during the entire project, including a list of participants in outreach efforts, a description of topics discussed, and a summary of issues or concerns raised.

This task will require the following efforts on the part of the ERG Team:

- Review and provide EPA with a generalized description of topics discussed and summary of issues or concerns raised by OU2 PAPs during conduct of the TO, without attribution to individual OU2 PAPs.
- Prepare and provide EPA an overview of conducted outreach efforts, including a list of OU2 PAPs that have participated in outreach meetings, conference calls, or individual communications with the ERG Team.

### *Task B3: Searchable Database*

Per Section II.B.3 of the SOW, the ERG Team will maintain and update the searchable database developed under the previous contract. The searchable database contains and organizes all of the information and data used in the allocation.

- Under the previous contract, the database was designed and initially populated with information received from EPA, including PRP disclosure statements and nexus documents from third party litigation totaling approximately 130,000 pages.
- Under the previous contract, the database was also populated with up to 413,895 pages of documents received from PRPs deemed relevant to the allocation by the previous contractor and any other information used in the allocation.
- The database is designed in such a way as to allow access and use by EPA and DOJ staff for their settlement purposes.
- Completion of database: The ERG Team will upload applicable new documents received as part of the TO activities. The PAPs have indicated to the ERG Team that they have an additional 50,000 pages of relevant documents to submit. The ERG Team will complete the database and provide the completed database to EPA when the final allocation recommendation report, described in Task B7, is complete.

#### *Task B4: Draft and Final Facility Data Reports*

Per Section II.B.4.a of the SOW, the ERG Team will organize and conduct a technical and scientific evaluation of data in the allocation database to develop individual data reports for each of the OU2 PAP facilities for which an early settlement was not offered by EPA. Under the previous contract, 72 Draft PRP Data Reports were completed and made available to the PAPs for submission of corrections or suggestions.

Exemptions (b) (3) (A) and (b) (5)

This will include review and evaluation of additional Facility Questionnaire information and supporting documents to be submitted and expanding the depth of data review focused on mass of contaminants associated with the facility. The reports will provide selected information regarding each OU2 PAP's relation to OU2 and OU2 contaminants of concern that will be used in conduct of the allocation. The ERG Team will establish a deadline of 10 business days from receipt of the Draft Facility Data Reports for submission of corrections or suggestions by the OU2 PAPs for improving the quality of the received Draft Facility Data Reports.

This task will require the following efforts on the part of the ERG Team:

- Conduct coding of data and loading of coded data obtained from OU2 PAPs into database.
- Review preliminary factual submission by OU2 PAPs.
- Review site data loaded into database to determine appropriate organization for allocation.
- Compile and organize site data in database to support allocation analysis and share computations.
- Organize data in allocation database into and draft individual OU2 PRP data reports for each of the OU2 PAP facilities for which an early settlement was not offered by EPA Exemptions (b)(3)(A) and (b)(5).

- Provide a copy of the Draft Facility Data Reports to the OU2 PAPs for review.

### Exemptions (b) (3) (A) and (b) (5)

Conduct of this task is dependent upon the following factors:

- Access by the ERG Team to EPA technical data regarding site conditions and the selected OU2 remedy.
- Sufficient data on identified PRPs to allow analysis of associated contaminants of concern and hazardous substance fate and transport at the site.
- Successful establishment of the allocation database.
- Receipt of additional data from OU2 PAPs for inclusion in the allocation database within established timeframes.
- As indicated in the Assumptions section of this Work Plan, it is assumed that there are an additional 50,000 pages of relevant documents to submit over the remainder of the project.

Per Section II.B.4.c of the SOW, the ERG Team will analyze corrections or suggestions for improving the quality of the Draft Facility Data Reports received from OU2 PAPs to determine whether modifications of the original draft data reports are warranted. Based on this analysis, the ERG Team will modify the data reports, as deemed appropriate. The ERG Team will then provide a copy of all of the Final Facility Data Reports to the OU2 PRPs, with an explanation of how suggested changes were, or were not, incorporated.

- This task will require the following efforts on the part of the ERG Team: Employ a rigorous approach to filling data gaps with additional information requested and obtained from EPA or the PAPs (e.g., industry resources, EPA/NJDEP files, Sanborn Fire Insurance Maps, aerial photographs and possibly supplemental 104e requests) in accordance with the protocol for handling data gaps and ambiguities included in the Allocation Methodology.
- Analyze received suggestions and corrections to Draft Facility Data Reports in relation to existing Site data and the final allocation design in order to determine appropriate modifications.
- Modify the individual data reports, as warranted based on the above analysis.
- Provide an explanation to the OU2 PAPs regarding whether, and if so how, received suggestions resulted in changes to their individual data report, including a description of why their suggestions and comments were, or were not, taken into account. Upload Final Facility Data Reports to the confidential allocation document repository.
- As required, the ERG Team will conduct communications with individual OU2 PAPs to answer questions regarding their Final Facility Data Reports.

Timing of this task is dependent upon the following factors:

- Receipt of comments from OU2 PRPs regarding their Draft Facility Data Reports within established timeframes.

- Exemptions (b) (3) (A) and (b) (5)

### *Task B5: Allocation and Allocation Recommendation Report*

The ERG Team will ensure that each PRP's data or information used in the allocation is accurately input into the database and will solicit from the PRPs participating in the allocation positions on the drafting of the allocation recommendation report (as described below). AlterEcho will perform the allocation. The activities and level of effort associated with performing the allocation are directly linked to the subtasks described below. They are incorporated into the descriptions and estimates for those tasks.

Per Section II.B.5.a and b of the SOW, the ERG Team will prepare a first draft of the allocation recommendation report and submit it to the OU2 PAPs for review. The draft allocation report will designate shares of responsibility among the OU2 PRPs, as appropriate based on the allocation analysis. The draft allocation report will include a recommendation on the possible grouping of the OU2 PRPs into tiers of similar levels of responsibility.

This task will require the following efforts on the part of the ERG Team:

- Conduct communications, including conference calls and/or meetings, with OU2 PAPs regarding recommendations on and legal/equitable theories pertinent to conduct of the allocation raised in Position and Response Briefs received from the OU2 PAPs. The ERG Team will focus on establishing routine group communication calls and electronic updates to achieve greater efficiency in communication and as a means to reduce individual PAP-initiated calls and electronic inquiries.
- Review and consider input regarding allocation received from the OU2 PAPs and EPA.
- Review and understand the basis for EPA's selected remedy for OU2, in consultation with EPA technical and legal personnel.
- Analyze the relative toxicity of materials discharged by OU2 PRPs and other differentiating factors, including fate and transport of hazardous substances released by PRPs based on the data contained in the RI/FFS, in relation to the selected remedy.
- Compile and analyze allocation data related to each OU2 PRP, including contaminants of concern, to establish the relative impact of the actions of each OU2 PRP on the conditions that resulted in EPA selecting the OU2 remedy.
- Load compiled PRP data into allocation calculations to determine relative relationships among the OU2 PRPs.
- As appropriate, establish appropriate tiers of OU2 PRP responsibility based on calculations and consideration of equitable factors.
- Prepare the draft allocation recommendation report.
- Submit the draft report to the OU2 PAPs for review and comment.

Timing of this task is dependent upon receipt of position briefs and reply briefs regarding allocation from OU2 PAPs within established timeframes.

Per Section II.B.5.c of the SOW, the ERG Team will plan, schedule, and conduct a meeting with the OU2 PAPs as a group regarding the draft allocation recommendation report. The purpose of the meeting will be to advise the OU2 PAPs as a group regarding the draft allocation recommendation report and to obtain preliminary PAP comments regarding the draft allocation recommendation report. The ERG Team

will also communicate with the OU2 PAPs individually as necessary to obtain the input of OU2 PAPs, including those that did or were unable to attend the meeting, regarding the draft allocation recommendation report. As noted previously, the ERG Team will focus on establishing routine group communication calls and electronic updates to achieve greater efficiency in communication and as a means to reduce individual PAP initiated calls and electronic inquiries.

This task will require the following efforts on the part of the ERG Team:

- Making arrangements for a meeting in the greater New York City metropolitan area sufficient to accommodate the OU2 PAPs as a group.
- Coordination of meeting space and equipment for meetings provided by EPA or OU2 PAPs.
- Communication via email with the OU2 PAPs regarding substance, date/time, and location of meeting.
- Development of the meeting agenda.
- Development of participant materials, as needed.
- Travel of two senior staff from Washington, DC, to attend the meeting.
- Communications by a Dispute Resolution Professional via phone, email, or other electronic media with OU2 PAPs as required.
- Recording of PAP general comments regarding the draft allocation recommendation report, without attribution to individual OU2 PAP comments.

Per Section II.B.5.c of the SOW, the ERG Team will prepare a Final Allocation Recommendation Report. The Final Allocation Recommendation Report will take into consideration comments on the Draft Allocation Recommendation Report received during meetings with and received in position and reply briefs from the OU2 PAPs and during communications with EPA regarding the nature and scope of the Final Allocation Recommendation Report; address any identified ambiguities in the draft report; include references to all materials considered and relied upon, and a complete description of the allocation process and the basis upon which shares were assigned. The Final Allocation Recommendation Report will include an overview of the basis for the determinations of shares among the OU2 PRPs, including a description of the use of data sources and application of allocation factors and methodology utilized, and reason for potential vulnerabilities, if any, in the resulting allocation. The report will identify and explain the rationale, if applicable, for grouping OU2 PRPs into tiers of similar relative responsibility. The Final Allocation Recommendation Report will also address any identified ambiguities in the draft report, and provide a summary of how comments of the OU2 PRPs regarding the Draft Allocation Recommendation Report were, or were not, taken into account in the final report, without attribution to individual comments.

This task will require the following efforts on the part of the ERG Team:

- Review and consider the comments received from OU2 PAPs regarding the Draft Allocation Recommendation Report.
- Conduct communications, including conference calls and/or meetings, with OU2 PAPs regarding comments regarding the Draft Allocation Recommendation Report received from OU2 PAPs.
- Edit the Draft Allocation Recommendation Report to incorporate appropriate modifications based on received comments to produce the Final Allocation Recommendation Report.

The ERG Team will provide access the OU2 Allocation Database to identified members of the EPA Case Team. This task will require the following efforts on the part of the ERG Team:

- Submission to members of the EPA Case Team Review of credentials and instructions for accessing information in the OU2 Allocation Database.

### *Task B6: Meetings or Conference Calls*

The activities and level of effort associated with performing the allocation are directly linked to the other tasks in this work plan. They are incorporated into the descriptions and estimates for those tasks as noted. The ERG Team will attend and participate in the following meetings either in person or by telephone or video conference at EPA's discretion.

- Progress meetings or conference calls. Please see Task A2 of this work plan.
- Kickoff meeting or conference call with EPA. Please see Task A2 of this work plan.
- Draft allocation recommendation report meeting or conference call with PRPs. Please see Task B5 of this work plan.

It is anticipated that all meetings will be held at EPA or PRP-provided facilities.

### *Task B7: Task Order Closeout Report*

Per Section II.B.7 of the SOW, the ERG Team will design and produce the first draft of a report regarding the conduct of tasks pursuant to the TO and submit it for review by EPA. The report will not contain any confidential or sensitive information. The contents of the Draft Task Order Closeout Report will include:

- A half-page description of the project that describes the nature of the project, the parties, the process, and the outcomes.
- If appropriate, a short section reflecting on the process and procedural lessons learned and recommendation for improvements and identification of those activities conducted that contributed to the success of the process.
- A brief summary of the final costs of the project, broken out by percentage of labor hours and other direct costs.

This task will require the following efforts on the part of the ERG Team:

- Review of project activities and compilation of a project summary.
- Consideration and compilation of thoughts on lessons learned regarding this project.
- Compilation of project budget costs.
- Preparation of the Draft Task Order Closeout Report.

The ERG Team will prepare a Final Task Order Closeout Report and submit it to EPA. The Final Task Order Closeout Report will take into consideration comments received from EPA regarding the draft of the Task Order closeout report. ERG will provide one copy of the Final Task Order Closeout Report to the PO and one copy to the TOCOR in electronic format.

This task will require the following efforts on the part of the ERG Team:

- Review and consideration of comments by EPA regarding the draft Task Order Closeout Report.
- Editing, and as required redesign, of the closeout report to incorporate modifications based on EPA comments in order to produce the Final Task Order Closeout Report.

- As directed by the TOCOR, the ERG Team will participate in a post-process debriefing with EPA officials to discuss lessons learned and potential next steps.

Per discussions with EPA, while the Final Allocation Report is referenced under this task in the EPA SOW, report development is not included under this task, but rather under Task B5.

#### *Task B8: Post-Process Debriefing*

As directed by the EPA TOCOR, the ERG Team will participate in a post-process debriefing with EPA officials, including the PO, TOCOR, and relevant EPA management, to discuss lessons learned and next steps. It is anticipated that this meeting will take place via teleconference.

Table 3. Transmittals and Deliverables Under Task B

Item	Title	Due no later than*	Type
B-1	Kickoff meeting or conference call	Within 20 business days of work plan approval	Activity
B-2	Completion of searchable database	Upon submission of final allocation recommendation report	Deliverable
B-3	Completion of final facility data reports	Within 40 business days of work plan approval	Transmittal
B-4	Perform allocation	140 business days after completion of final facility data reports	Activity
B-5	Draft allocation recommendation report	140 business days after completion of final facility data reports	Transmittal
B-6	Draft allocation recommendation report meeting	Within 20 business days of submittal of draft allocation recommendation report	Transmittal
B-7	Final allocation recommendation report	65 business days after completion of draft allocation recommendation report	Deliverable
B-8	Final PRP outreach report	10 business days after completion of final allocation recommendation report	Transmittal
B-9	Draft case closure report	10 business days after acceptance of final allocation recommendation report	Transmittal
B-10	Final case closure report	10 business days after receipt of EPA comments	Deliverable

## 6. Reports, Transmittals, and Deliverables

ERG will submit deliverables in accordance with the contract. As agreed upon with EPA, with the exception of Items B-5 and B-6 in Table 3, copies of all contract deliverables will be sent to both the PO and the TOCOR. Items B-2 and B-3 will be submitted with Item B-7. If oral briefings are scheduled for EPA staff, the PO will be notified in time to attend. Specific deliverables and the timing of their delivery are identified in the tables in Section 5 above.



## 7. Staffing Plan

Not Responsive by Agreement with FOIA Requestor

Not Responsive by Agreement with FOIA Requestor

Not Responsive by Agreement with FOIA Requestor

Not Responsive by Agreement with FOIA Requestor

## 8. Quality Management

As part of routine quality assurance practices, the ERG TOM will:

- Communicate as needed with the TOCOR to review progress.
- Communicate regularly with the subcontractor(s) to receive project status updates.

In addition, all work on this TO will be performed in accordance with ERG's strict quality assurance practices including—but not limited to—incorporating quality management principles and processes described in ERG's Quality Management Plan into the development of the required transmittals, deliverables, and consulting services offered. ERG will ensure the timely delivery of all transmittals and deliverables.

## 9. Conflict of Interest

ERG certifies that, to the best of our knowledge and belief, no real, apparent, or potential organizational or individual conflict of interest exists with this task order, based on previous or ongoing work, or other potential conflict. We recognize our continuing obligation to search and report any actual or potential personal and organizational conflicts of interest, should they arise during performance of work under this task order. ERG's official conflict of interest certification appears on the next page.

## CONFLICT OF INTEREST CERTIFICATION

**Eastern Research Group, Inc.**  
**EPA Contract No. 68HERH19D0033**  
**Task Order Request No.: 012**

In accordance with EPAAR 1552.209-71 (Organizational Conflicts of Interest), EPAAR 1552.209-73 (Notification of Conflicts of Interest Regarding Personnel), and Prime Contract clause (Work Assignment Conflicts of Interest Certification), Eastern Research Group, Inc. makes the following certifications:

### ORGANIZATIONAL AND PERSONAL CONFLICTS OF INTEREST:

- ☒ To the best of our knowledge and belief, no actual or potential organizational conflicts of interest exist. In addition, none of the individuals proposed for work under this Order has any personal conflicts of interest.

OR:

- ☐ To the best of our knowledge and belief, all actual or potential organizational and personal conflicts of interest have been reported to the EPA Contracting Officer.

This is to certify that our personnel who perform work under this Order, or relating to this Order, have been informed of their obligation to report personal and organizational conflicts of interest to our designated COI Official.

Eastern Research Group, Inc. recognizes its continuing obligation to search for, identify, and report any actual or potential organizational or personnel conflicts of interests that may arise during the performance of this Order or work relating to this Order.

*Laura Bachle*

\_\_\_\_\_  
Authorized Signature

Laura Bachle  
Printed Name

Task Order Manager  
Title

August 30, 2019  
Date